



LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
**4700 Ramona Boulevard**  
**Monterey Park, California 91754-2169**



November 3, 2004

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

Dear Supervisors:

**RESPONSE TO THE ALLOCATION OF \$10 MILLION FOR THE SHERIFF'S  
DEPARTMENT'S MEDICAL SERVICES BUREAU STAFFING**

On September 28, 2004, the Los Angeles County Board of Supervisors approved the Chief Administrative Office's supplemental budget allocation of \$10 million in additional expenditures for new personnel items for the Sheriff's Department's Medical Services Bureau. The Department has identified specific plans for the expenditure of this midyear allocation.

**Board of Supervisors Allocation**

The medical care of inmates has always been and continues to be a top priority of the Sheriff's Department. Specifically, our mission is to provide health care that mirrors community medical and mental health standards of care in order to maintain compliance with the Health and Safety Code, Business and Professions Code, the Nurse Practice Act, and Title 15 requirements. The Department's goal is to continue to fulfill its constitutional obligation to provide appropriate health care to the inmate population. In order to accomplish this goal, Medical Services Bureau has developed a staffing model for the new personnel items (attachment). These personnel will be assigned specific patient care related duties to ensure implementation of Medical Services Bureau's plans to meet the ever growing health care needs of the jail inmate population. The \$10 million equates to approximately 141 additional licensed health care providers and support personnel.

*A Tradition of Service*

**Intent of Medical Services Bureau Staffing Plan**

The midyear allocation of \$10 million will primarily fund items intended to relieve registered nurses (RN's) from duties that are more appropriately and economically performed by licensed vocational nurses (LVN's) or non-licensed staff. This will enable Medical Services Bureau to reassign many existing RN items to the proposed Nurse Clinic areas. The necessary supervision for the additional staff is achieved by the inclusion of new supervision items. The remaining items are intended to handle the anticipated increase in physician referrals and associated clinical support needs generated by Nurse Clinic RN's.

**Associated Onetime Costs**

To ensure maximum productivity and the most efficient use of the proposed items, there is a one-time cost of approximately \$2.8 million associated with filling these items. These costs are associated with: (1) the renovation of Nurse Clinic rooms to acceptable health care standards; (2) the purchase of equipment to outfit the Nurse Clinics; (3) the purchase of telemedicine equipment, digital radiology equipment, and automated pharmaceutical dispensing equipment; and (4) recruitment costs associated with procuring additional personnel.

Since the \$10 million is a full year's allocation (fiscal 2004-05) being granted as a midyear budget adjustment, and since it will take some time to recruit and fill the associated personnel items, we recommend that the \$2.8 million in one-time costs be funded through salary savings from this allocation.

The Department's hiring and deployment of these new items will result in the first phase implementation of a long-term plan designed to improve the access to and delivery of health care to jail inmates. This plan will help maximize the efficiency and productivity of high-cost licensed medical professionals which, in turn, will reduce the overall cost of providing health care to an increasingly sick segment of the inmate population.

Should you have any further questions, please contact Chief Charles M. Jackson, Correctional Services Division, at (213) 893-5017.

Sincerely,

  
LEROY D. BACA  
SHERIFF

LOS ANGELES COUNTY SHERIFF'S DEPARTMENT - MEDICAL SERVICES BUREAU

FUND REQUIREMENT ANALYSIS SUMMARY BY ITEMS

Mid - Year Funding

ANNUAL SALARY AND EMPLOYEE BENEFITS

REBECCA CRAIG REPORT - ADDITIONAL UNIT COST BY ITEM

PERSONNEL TITLES	Item	Additional	MONTHLY	ANNUAL	TOTAL	EMP. BEN.	S & EB
	Number	Items	SALARY	SALARY	SALARIES	39.800%	COST
Chief Physician II	5480	1	13,938.00	167,256.00	167,256.00	66,567.89	233,823.89
Nursing Instructor	5214	3	5,871.18	70,454.16	211,362.48	84,122.27	295,484.75
CQI - Utilization Review Nurse	5124	2	5,114.18	61,370.16	122,740.32	48,850.65	171,590.97
Intermediate Typist Clerk	2214	6	2,548.09	30,577.08	183,462.48	73,018.07	256,480.55
Medical Records Supervisor I	1389	1	3,171.36	38,056.32	38,056.32	15,146.42	53,202.74
Nurse Manager	5286	2	7,834.00	94,008.00	188,016.00	74,830.37	262,846.37
Nursing Assistant, SH (LVN)	5107	60	3,403.55	40,842.60	2,450,556.00	975,321.29	3,425,877.29
Pharmacist	5512	2	7,457.09	89,485.08	178,970.16	71,230.12	250,200.28
Pharmacy Technician	5504	20	2,801.36	33,616.32	672,326.40	267,585.91	939,912.31
Physicians Specialist MD	5477	6	11,704.00	140,448.00	842,688.00	335,389.82	1,178,077.82
Senior Typist Clerk	2216	3	2,871.00	34,452.00	103,356.00	41,135.69	144,491.69
Staff Nurse, SH	5336	20	5,203.27	62,439.24	1,248,784.80	497,016.35	1,745,801.15
Supervising Staff Nurse I, SH	5340	15	5,842.09	70,105.08	1,051,576.20	418,527.33	1,470,103.53

**TOTAL RECOMMENDED UNIT COST BY ITEM 141 \$10,427,893.32**

## **ONETIME COSTS FOR NURSE CLINIC IMPLEMENTATION**

- Physical plant renovations for designated Nurse Clinic rooms.
- Telemedicine to support increased physician referrals from outlying facilities
- Auto med equipment to support increased pharmaceutical demand resulting from increased physician referrals.
- Recruitment costs.
- Computer workstation costs for additional employees.
- Digital radiology to support increased referrals.
- Medical and office equipment costs to outfit Nurse Clinic rooms.